

TMI Performance Essentials

Performance – habits for an effective workplace

Transformation Managed with Inspiration

Performance – habits for an effective workplace

The universal job specification for any business leader is to consistently deliver on-target business performance.

In relatively stable times getting your business to perform to its full potential can be a challenge, but in today's turbulent economic climate, performance effectiveness can be as fragile as a snowflake in the palm of your hand.

When markets are tough, horizons are foggy and limited to an outlook measured in weeks. Leaders get distracted and immersed in day-to-day issues and decisions; their focus is hitting the month-end targets. Leaders can resort to behaving more like managers by chasing the illusion of control that hands-on involvement provides.

In these circumstances speed often becomes more important than direction; everyone is working hard but not necessarily productively. People get stressed, fatigue sets in, team working evaporates, sick days increase and the wrong people dust off their CVs to look for an escape route.

Good performance comes from:

- Focusing attention on what customers and investors value
- Aligning them with the aims, desires and activities of people in the business
- Ensuring that everyone knows "what good looks like" (standards) and how to deliver.

Getting your business performing is about having a crystal-clear focus that can only come from leaders, balanced with flawless execution at the fingertips of the organisation, delivered by everyone.

Performance is a people issue. It's about daily work habits and routines, and making the right choices about how we use our time effectively and what we put priority on, whether we are on the Board or on the floor.

Microsoft's Personal Productivity Challenge survey received 38,000 responses from over 200 countries in 2005. Here are some of the highlights:

- People who work an average of 45 hours a week say they consider 38% of those hours unproductive
- Workers spend 5.6 hours each day in meetings; 69% feel the meetings are unproductive
- 60% say they don't have work/life balance
- Average email messages received per day totaled 49.

So why is it such a challenge for most of us to put the principles of effectiveness into practice? It's simple, it's straightforward, and it's hugely beneficial.

Challenge One: Busy-ness – "We're too busy getting this sorted out first!" (inbox, in tray, files, desk, to-do list, team, meetings, boss, priorities, family...). We delude ourselves with the belief that *"if only I can complete these few things and get sorted then I will be able to focus on the really important stuff"*.

The problem is that there is a never-ending supply of these small things and we never do *'get sorted'*.

Challenge Two: Goal clarity – having a crystal clear view of what the priorities are for the organisation, our team, and ourselves.

Challenge Three: Measurement – knowing how we're doing, and having the know-how and attributes it takes to make it happen.

Stepping up to the challenge

Getting the essentials of performance right.



Looking at what successful organisations and individuals do may give us some clues on what we can do ourselves.

The first characteristic for success is knowing what the 'Vital Few' are – the things that must go right (goal clarity). These can be *outcomes*, e.g. for hotels this is occupancy and revenue per guest, for a retailer it's sales per square metre. Or they can be *enablers*, e.g. for an online travel business measuring website availability. The 'Vital Few' are the defining goals and priorities.

As a leader it is important you communicate the 'Vital Few' throughout the organisation, doing this congruently through your words and actions. It's 'showtime' every minute you're at work – and for some, even when you're not!

Measuring performance poorly can be the root of a person's underperformance. For some, their underperformance is declared and then it's a matter of providing the appropriate coaching, learning or knowledge. However, a far bigger challenge is when the underperformance is undeclared. Diagnosing the root causes and setting clear standards – 'what good looks like' – is the starting point. What gets measured, gets done.

How well do your staff understand the 'Vital Few'?

How well is performance monitored and communicated to staff?

Does everyone understand what 'good' looks like?

Understanding these simple principles is a key starting point for performance effectiveness. Many organisations understand what they want to achieve, and they even have the potential to achieve it. However, more often than not, the problem is in the doing not in the thinking. Ensuring individuals and teams are performing effectively is about engaging new 'productive habits', being clear around expectations, and ensuring progress is carefully monitored.

Companies that are effective in managing performance demonstrate this in the bottom-line.

They find that:

- People are more productive
- They are less stressed
- They feel more in control of their time and tasks
- Organisational culture becomes more respectful of individuals' time and work/life balance is achieved
- Performance becomes a product of good planning, organisation, leadership and management, not just sheer effort and internal competition.

Who is TMI?

TMI consultants and programme leaders work with organisations to develop innovative, customised solutions that inspire and enable staff to deliver high performance.

TMI is a global organisation founded in 1975, with a strong local presence in more than 40 countries. We deliver top-quality services, on a worldwide basis.

By sharing and building upon our extensive experience throughout our global Network, TMI has developed a reputation as leaders in people performance solutions. Our philosophy is simple – to engage and connect with people on both an intellectual and emotional level – and we get results!

TMI has more than 400 consultants and trainers around the world and has engaged more than six million people in a variety of consulting and education projects.

We have unique expertise in four Key Focus Areas:

- Performance Essentials
- Leadership Essentials
- Service Essentials
- Branded Culture.

Performance Essentials

Enhancing personal and team effectiveness to help you meet the business challenges of today – and tomorrow.



Workers average only 3 productive days per week.

Source: Microsoft Personal Productivity Survey

Personal Effectiveness

– establish the right systems, habits, and practices to manage information, improve communications and boost performance at a personal level.

Team Effectiveness

– inspire teamwork, enhance collaboration, and acquire tools and techniques for peak performance within and across working teams.

Interpersonal Excellence

– develop and build key competencies for effective interpersonal communication and co-operation.

No matter how brilliant the strategy, any organisation's success ultimately depends on the actual implementation. Optimum performance starts with a shared understanding of purpose and objectives, having the right systems, forming the right relationships, and practicing the right attitudes, skills and habits, day in and day out.

Performance Essentials is all about creating an effective workplace, where the total becomes greater than the sum of its parts.

We've helped over six million people in organisations around the world to achieve more with less. What impact can we create on your bottom-line?

Leadership Essentials

Equipping today's leaders with the insights and capabilities they need to activate strategies and lead contemporary organisations to excel and succeed.

- Emotionally Intelligent Leadership
- Contemporary Leadership Development



Service Essentials

Instilling refined customer service practices and behaviours to retain and extend your customer base.

- Customer Service Excellence
- Compelling Service Recovery



Branded Culture

Leveraging the power of your brand to mobilise the potential in people, create competitive advantage and transform the customer experience.

- Branded Customer Service
- Branded Organisational Culture
- Employeehip



Personal effectiveness

One of the key issues facing organisations today is increasing efficiency and effectiveness when it comes to individuals' use of their most valuable resource – their time.

We cannot manage time. Really! However, what we can manage is the sequence of our activities. It is **how we use our time** that decides whether we will reach our goals or not. It all starts at an individual level, but applies just as well to teams and entire organisations.

You will only achieve results if you spend time on the tasks and activities that lead to your desired results.

It sounds simple, but most people find it extremely difficult. From our 30 years of extensive work with clients, we have found that too many people spend too much time on things that add little or no value, because they don't plan their time with their goals in mind and therefore are not managing their priorities well.

Time management is about doing the right things right:

- Attending to what is important and not what is urgent
- Effective management of meetings and projects
- Managing emails and not being managed by them
- Implementation and action
- And, for managers, effective delegation, *managing management time* and *collective time management*.

Time management is also about *life management* – creating a work/life balance.

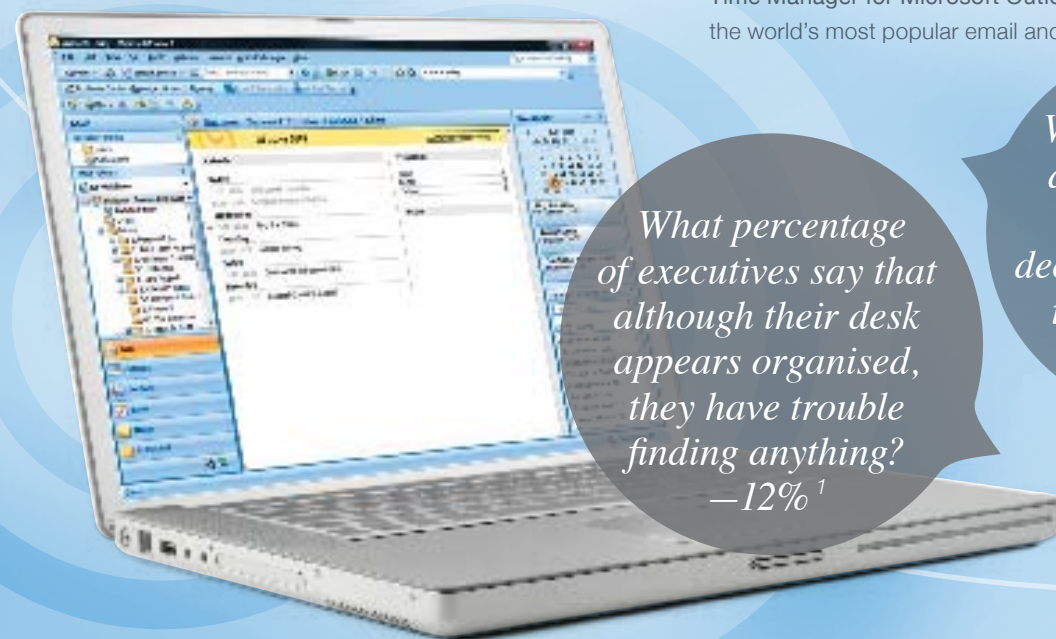
TMI is a pioneer and world leader in the fields of personal and organisational effectiveness. In 1975 TMI developed the **Time Manager™** results tool – the first in the world of its kind. The original concept has led to the development of a unique and innovative range of products, including **Time Manager for Microsoft Outlook™** – designed for the world's most popular email and calendar software.

What percentage of executives say that although their desk appears organised, they have trouble finding anything?
—12%¹

What percentage does a worker's productivity decrease every time they multitask?
—20-40%²

¹Source: Esselte survey of 2,600 executives

²Source: University of Michigan study, 2001



Team effectiveness

The success of any team builds upon the success of the individual team members and their ability to co-operate and support each other.

In TMI language, a successful team displays Teamship.

'Teamship' exists when everyone in the team:

- is capable** – has adequate skills and knowledge;
- is willing** – co-operates and brings out their best as individuals and team members; and
- is allowed** to take responsibility and initiative.

During 30 years, TMI has helped people work together to develop and sustain a true team spirit and become a *real team* – not just a work group. TMI's team development offerings include a comprehensive range of tests, team development programmes and implementation tools.

TMI can help teams, team leaders and team members:

- Become high performing teams
- Engage, understand and commit to team objectives and their role. Align efforts of all team members, focus on the things that matter, and manage their time, activities and projects effectively
- Solve problems and conflicts and make emotions in the team work *for* – and not against – the team
- Build and maintain good relations with the team's stakeholders
- Dramatically improve overall individual and team performance.

Interpersonal excellence

Being truly effective in any given role requires a robust set of skills and sense for communicating and collaborating with people effectively.

While such competencies are based on personality, temperament and fundamental habits, we've learnt through years of experience that learning programmes have substantial value in raising awareness and helping to consciously change habits for the better.

TMI has a broad range of development programmes in communication, performance management, project management, business negotiations, emotional intelligence, personal leadership and more.

At TMI we believe that having the right attitude is halfway to success. If people are to learn and apply new skills we need to encourage them to care, and ensure they want to change. One of our core strengths is not only developing the relevant skills, but providing a healthy dose of inspiration that prompts people to fundamentally rethink and change their attitudes for the better.

After all, that's exactly what we stand for: 'Transformation Managed with Inspiration' – **at both the personal and the organisational level.**

Why TMI?

Transformation managed with inspiration – TMI client successes.

Many consulting and training organisations offer performance improvement services, so when choosing a partner it's important to find somebody who actually helps you create a high performance environment – rather than just offering 'performance skills' training.

TMI has over 30 years of experience helping organisations, leaders and private individuals fundamentally improve the effectiveness of their business, and their professional lives – delivering results that matter most. We know that simply inspiring people to deliver high performance will last for a relatively short period of time. It is essential that high performance habits and practices become embedded in the entire organisation.

The following client examples represent how TMI has helped client companies around the world.



SUCCESS STORY

LEADING GLOBAL IT SOLUTIONS COMPANY, EMEA

Driving personal productivity

Our client is a worldwide leader in their field and TMI has been working with them since 1990. TMI Ireland approached this client shortly after TMI introduced the Time Manager for MS Outlook™ training to the market. Following a successful pilot programme, the 'Driving Personal Productivity' initiative was gradually rolled out all over Europe, the Middle East and Africa. The purpose of the initiative was to help knowledge workers improve their personal productivity. Our client sees this training as bringing a versatile and very powerful product to life, adding real value to busy knowledge workers. We create a 'wow' effect as we link the power of the MS Outlook™ software with the proven TMI Time Manager™ principles, providing a very relevant business solution. We help link the 'what' to the 'when' and by doing so we unlock the power of this system in a highly practical training session.

What was delivered:

- Driving Personal Productivity training based on TMI's Time Manager for MS Outlook™ and MS Outlook 2007™ programme (1 and 2-day versions)

- Implementation in 14 countries in Europe, 4 in the Middle East, and 8 in Africa. Over 1000 people attending in the last 3 years
- We have also delivered this training to some of our client's key enterprise accounts, funded by them through a voucher system for their customers.

What has been achieved:

- Feedback from attendees has been universally very strong. They are both surprised and delighted with the power of the system and the ease of use after training. By the afternoon of the training, participants are already changing behaviours to enable them to work more productively with MS Outlook™. Better management of email and more productive use of time is ongoing after the programme
- This training is now a central element of the client's portfolio of training offerings. We have been delivering programmes from Oslo to Dubai, from Johannesburg to Moscow.

"This has saved my life!" – a manager who receives 800 emails per day

SUCCESS STORY

WORLD LEADER IN TELECOMMUNICATIONS, EUROPE

Embedding operational excellence

Our client is a world-leading provider of telecommunications equipment and related services to mobile and fixed network operators, globally. Their systems handle 40 percent of all mobile calls in the world. As a truly knowledge-based company, they are making regular investments in cutting-edge competence development. They have been working with TMI since 2004 on a number of key development initiatives.

What was delivered:

- GROW – a major initiative to develop teamwork, collaboration and performance within the Network Services Solutions Team, and enhance customer service and business development practices
- E2E: Excellence to Everyone – a development project to define and deliver operational excellence across

all support functions from legal and finance to communications, based on TMI's 'Reaching for the Stars™' concept

- A broad range of performance-enhancing skills programmes primarily focusing on personal productivity and effective communications internally and with key customers.

What has been achieved:

- Substantially improved communication, co-operation and internal service across functional teams
- Increased personal and team productivity, much improved meeting effectiveness, a sharp decrease in both frequency and length of meetings, decreased levels of perceived stress
- Robust improvement in internal functional quality KPIs.

SUCCESS STORY

MAJOR AUTOMOTIVE SUPPLY BUSINESS, UNITED KINGDOM

Enhancing flexibility, boosting performance

Our client is a privately owned automotive supply business operating globally in 18 countries. They design, develop and manufacture exterior components for major vehicle manufacturers. Competitive pressures within the industry demand fast design and development for an ever-increasing number of model variants. Our client needed to cut down on both the cost and time of the development process, and at the same time maintain competitive edge in quality and innovation. TMI was engaged to provide change management and organisational development consultancy support to the change programme. We focused on introducing a new organisational set-up, roles and behaviours for all working in design and development around the world.

What was delivered:

- An implementation approach that enabled a smooth transition from 'old' to 'new' ways of working
- Core facilitation and consultancy support to the change programme team via workshops on how to introduce new behaviours and working practices to

match specific customers' needs, moving away from a one-size-fits-all bureaucracy

- Facilitated communication and engagement workshops for the engineering community to help understand the implications of the new structure and roles.

What has been achieved:

- Equipped managers and the core change team with the necessary tools and behaviours to support implementation
- Broke down functional barriers, resulting in closer co-operation and multi-skilling in an environment where specialisation had been the traditional career development route
- Established a consistent approach across 18 countries for dealing with global customer projects
- Our client has reported a shorter planning and clearer decision-making process, higher visibility of project follow-up, and increased productivity where new ways of working have been introduced.

SUCCESS STORY

GLOBAL HEALTHCARE COMPANY, PORTUGAL

Moving closer

Our client is a research-focused global healthcare company, one of the key players in the pharmaceuticals industry. TMI Portugal had been working with the client for several years already when they were called upon to help turn around a sensitive organisational change initiative. Two previously separately operating divisions, Pharmaceuticals and Diagnostics, moved together under one roof in an open space arrangement. The move resulted in a clash of cultures with major conflict situations arising and work efficiency dropping.

What was delivered:

- Focus group discussions, interviews and a Productivity Culture Survey were used to investigate the initial situation and understand specific issues
- Bespoke workshops designed and facilitated to discuss and understand differing viewpoints, interests and

expectations. A set of mutually agreed principles and processes for effective teamwork, communication and collaboration under the new setting was developed

- Volunteering 'change agents' took responsibility for subsequent action plans to implement operational and procedural improvements
- Personal and team productivity workshops based on TMI's Time Manager for MS Outlook™ programme
- A Productivity Culture Survey was again used to measure and evaluate results at the conclusion of the initiative.

What has been achieved:

- Reported results included reduced levels of stress, improved work morale, better cross-functional communication, personal and team productivity.

SUCCESS STORY

GLOBAL FINANCIAL SERVICES CONGLOMERATE, MALAYSIA

Building professional competencies

Our client is a global financial services company providing banking, investments, life insurance and retirement services, operating in more than 50 countries. TMI Malaysia was contracted by their Malaysia branch to help design and implement a coherent competency-based professional and managerial skills development programme for the entire organisation.

What was delivered:

TMI Malaysia customised a series of 1-day training programmes based on identified key professional competencies. These modules span the subject areas of:

- Negotiation techniques
- Communication and presentation skills
- Stress management and work/life balance
- Emotional intelligence
- Root cause analysis.

What has been achieved:

- Our client has not undertaken formal tracking measures beyond Level 1 training evaluations. TMI has performed at or above the agreed standard of 85% Net Promoter Score (i.e. positive recommendation of the course to others)
- Our client has indicated that TMI is one of its top two training providers, and the best in terms of client management
- As a result of the quality of the programmes, and the trusting relationship that has built with the client, TMI has been requested to tender on larger projects for the organisation. TMI has been selected as the preferred partner for one of those projects – a service transformation initiative.

SUCCESS STORY

WORLD LEADING IT SERVICES COMPANY, UK

Professional development throughout Europe

Our client is a world leader in information management and storage solutions. They employ over 26,000 people in more than 50 countries, helping organisations keep essential digital information secure and continuously available. As market leaders they enjoyed consistent growth, resulting in the challenge to manage an increasingly complex structure and keep client service at a premium level to maintain their position. They realised that the support for senior managers was limited – potentially impeding further business growth. TMI worked closely with the company's leaders to develop and deliver a robust framework of professional development programmes to equip their managers and professionals with the competencies needed to keep the company on a continued growth track.

What was delivered:

- A comprehensive development programme implemented by 24 coaches across Europe and the Middle East in 23 countries and 18 languages
- A fast-paced initiative with practical tools to take away and use when managing performance of peers, both

locally and across different structures, cultures and geographies

- Support modules for managers to help them foster an effective working environment, and ensure a responsive and positive attitude towards customers
- One-on-one coaching for continued success of personal action plans, and facilitated sessions to share experiences and best practice.

What has been achieved:

- Decreased downtime, fewer support requests, increased productivity. Feedback received consistently indicates that both participants and senior management are highly satisfied with the results of our co-operation
- In its 2nd year the programme became mandatory, and is a key part of a manager's advancement and career path
- The programme is now linked to the organisation's performance management framework and employee survey, so that they can track the ongoing organisation benefit and return on investment.

"Best training ever, most appropriate and gives real tools that we can use."

SUCCESS STORY

GLOBAL CONSULTANCY FIRM, EUROPE

Optimising personal productivity

Our client is a global management consulting, technology services and outsourcing organisation, with more than 180,000 employees in over 120 countries. TMI started co-operating with them in 2006 and the partnership has been ongoing ever since. The challenge our client faced was how to further increase the personal productivity of their employees – most of them high-paid knowledge workers – in an already highly demanding environment. At the same time they wanted to improve work/life balance and prevent professional burnout.

What was delivered:

- Based on TMI's Time Manager for MS Outlook™ programme, a series of customised development programmes that focused on specific work habits was designed and delivered, together with the supporting tools, systems and processes that directly impact personal efficiency.

What has been achieved:

- This high energy, inspiring and practical programme focused on personal performance, and we have successfully helped these knowledge workers realise their development goals, as measured by personal efficiency and productivity improvements.

SUCCESS STORY

TRUSTED GLOBAL AUTOMAKER, SPAIN

Boosting performance with Lotus Notes

Our client is one of the world's most trusted brands in the automotive industry. They design, manufacture, distribute and sell a wide range of automotive products, including luxury passenger cars, vans, trucks and buses. One of their largest manufacturing plants in the world is located in Spain. The HR department of this plant wanted to develop a training programme for their engineers to increase their personal and team productivity based on Lotus Notes.

What was delivered:

- We designed a programme that combined best practices associated with process efficiency, time management, personal effectiveness and team collaboration, with the use of Lotus Notes as a management tool. The programme was delivered in an inspiring way that successfully helped to transform existing work habits into improved new practices. Over the past 8 years more than 500 engineers have participated in this programme.

What has been achieved:

- Reported results include the creation of a much improved work environment thanks to an increased focus on key goals and objectives, improved communication and co-operation, and reduced stress
- Practical implementation of effective time management principles is sustained after the programme.



SUCCESS STORY

TOP-TIER RETAIL BANK, SPAIN

Implementing positive change

Our client has a network of over 500 branches in Spain and more than 500,000 clients. After 30 years in Spain, they have become the leader in foreign banking, employing over 3,500 staff in Spain and another 500 in Portugal. Following a strategic merger, they experienced several operational and organisational difficulties within the IT department, including resentment of the merger and negative reactions to the new IT approach. This meant that the process and operation optimisation plan was at risk, as well as the already significant investment in technology.

What was delivered:

- Consultancy to help engage key IT staff, utilising their considerable knowledge and expertise in helping to shape the new processes and generating ideas to boost productivity improvement

- Designed and implemented a 4-week synergy group process to test out new ideas to increase the effectiveness of processes and practices
- Facilitated a series of workshops to inspire and implement new practices for improved communications, personal and group work efficiency
- Assisted with communicating the changes and new practices to ensure effective implementation.

What has been achieved:

- Refocused IT team on core business and serving branch operations' high-priority needs
- Greatly improved work environment and overall attitude to the merger and the process optimisation
- Quicker and smoother implementation of changes
- Substantially improved perceptions and quality evaluations of the IT department.

SUCCESS STORY

RENOWNED CONSUMER BANK, PORTUGAL

Closing the gap

Our client is one of the world's largest financial groups. Following the acquisition of two former Portuguese banks they have become the third largest bank in Portugal, with 1.8 million clients and 663 branches nation-wide. Because of the merger, there was a distinct blend of two organisational cultures. TMI Portugal was invited to help improve overall productivity and effectiveness of communications in the emerging new organisation. To meet the distinctively different needs of various target groups, TMI Portugal designed and implemented solutions tailored to the back office and customer-facing functions, as well as different managerial levels.

What was delivered:

- An internal survey to identify specific issues and needs of various functions within the organisation
- Facilitated 2-day Time Manager™ for MS Outlook™ workshops to all staff tailored to focus on back office, front office, and managerial needs and requirements
- Designed and delivered Managing Meetings training programmes for back office support areas.

What has been achieved:

- Substantially increased personal effectiveness, meeting productivity and improved communications has been reported by participants.

Conor O'Connell

**Managing Director and Senior Consultant,
TMI Ireland**

QUALIFICATIONS

- Master's Degree in Organisational Behaviour, Trinity College, Dublin
- TMI International Master Trainer

About Conor

Conor is a Senior Consultant and International Master Trainer with TMI and runs our Ireland operation. He has twenty years experience in designing and implementing OD interventions with blue chip clients in Ireland and around the world. In addition to his extensive consulting and training background, he also draws upon ten years prior experience at senior management levels in operations and manufacturing. As evidenced by raving client and participant testimonials, Conor's workshops are highly inspiring, practical and memorable. He is frequently asked for by clients to deliver programmes all over Europe, the Middle East and Africa.

His specialist areas include:

- Personal and team productivity – he is a Master Trainer for the Time Manager™ programme and has pioneered this training using Microsoft Outlook. He has been working with Microsoft EMEA for several years on this project
- Management and leadership development – he has designed and delivered management development programmes for clients such as Oracle and Wyeth
- Quality and Customer Service – currently working with Abbott Diagnostics on Quality Improvement, and with Northern Trust on Customer Care.

Conor's current client base includes Microsoft, Wyeth Medica, Oracle, Pfizer, Abbott, GE-Healthcare, Accenture, EMC, British Telecom and West LB Bank, among many others.

Conor is married with three children; he lives in and is based in Dublin.

You can contact Conor directly by emailing him at:
conor.oconnell@tmi.ie



Bong Yong (B.Y.) Byun

CEO, TMI Korea (South)

QUALIFICATIONS

- Master's Degree in Computer Engineering, Yonsei University, Korea
- Chairman, Change Management Association, Korea

About B.Y.

B.Y. is a highly seasoned consultant with over 25 years of consulting and industry experience. He has served clients in a wide range of industries including financial, high-tech electronics, telecommunications, retail, chemical and oil, consumer products, construction and engineering.

Prior to joining TMI, B.Y. was with Mercer Management Consulting as Vice President and Managing Partner of their Seoul office. He also served at Andersen Consulting's Seoul office as Head of Change Management Competency Group. B.Y. also worked with J.P. Morgan in the mid-80s.

His specialist areas include:

- Strategic performance consulting – assessing and projecting market potential, identifying growth opportunities, creating new business models, and redesigning organisational systems to support effective performance
- Change management – designing and implementing large scale organisational change journeys, including organisation structure redesign, HRM and HRD architecture change, strategic communications and involvement, participative visioning, and executive coaching
- Performance development – identifying relevant competency requirements, design and implementation of supporting performance management and performance development frameworks.

B.Y.'s major clients include LG Electronics, SK Gas, Samsung Electronics, Kyobo Life Insurance, DHL Korea, Hermes Korea, Paradise Casino, and many others.

You can contact B.Y. directly by emailing him at:
byun@tmikorea.co.kr



Martin Dufficy

Joint Managing Director, TMI UK

QUALIFICATIONS

- Qualified psychometric practitioner to level 2 BPS standard
- HNC Business Studies
- IOSH Higher Certification
- Member of CIPD (UK)
- TMI International Master Trainer

About Martin

Martin has 20 years consulting experience in organisational and management development and change management. He is a Senior Consultant and joint Managing Director of TMI UK. He works with clients to create programmes that transform the way people think, work and behave.

Prior to joining TMI in 2005 Martin was a Partner at The Bourton Group, a consulting business specialising in operations performance improvement. Martin led the HR and change management practice. Before moving into consulting he worked with Cadbury Schweppes in a range of operational, HR and change project roles.

His expertise in improving performance and introducing new ways of working has been gained across a range of sectors, including: utilities, travel, retail, airlines, automotive and manufacturing.

Martin has worked with over 150 clients over the years, including British Airways, The Defence Logistics Organisation, Rolls Royce, Alstom, bmi, M&S, Plastic Omnium, Environment Agency, Arts Council England, Barbour, MAN Truck and Bus, and Royal Mail.

Martin's training and coaching style is engaging, collaborative and facilitative; he can adopt either a directive or non-directive approach to coaching to fit with client and individual needs and preferences.

You can contact Martin directly by emailing him at:
martin.dufficy@tmi.co.uk



Veronica Fernandez

**Human Resources and Training Consultant,
TMI Spain**

QUALIFICATIONS

- Expert in Valuation of Intangible Assets – Instituto de Análisis de Intangibles (Institute for the Analysis of Intangible Assets), Spain. 2008
- Master in Consultancy and Strategic Management of Organisations – Universidad Complutense (Complutense University), Madrid, Spain. June 2004
- Bachelor Degree in Business Administration, major Business Management – Universidad Metropolitana (Metropolitan University), Caracas, Venezuela. 1999
- Member of the Institute for the Analysis of Intangible Assets. Lectures in several business events, such as Expomanagement and Talent Today.

About Veronica

Veronica specialises in areas such as assessment and development of human resources, strategic processes, corporate culture alignment, performance and leadership development. Some of her recent interventions have been in Metro Madrid (Madrid Underground), Astra Zeneca, Vodafone, British Petroleum, Kraft, Telefonica Spain, Cepsa, Repsol, Accenture, Mapfre, Sodexo and Barclays.

Veronica has extensive professional experience in wide-ranging business sectors, and has held important positions in projects involving analysis and improvement of processes, development and alignment of corporate culture, and communication. She led processes of development and organisational change, including training and leadership of high performance teams formed to business expansion.

You can contact Veronica directly by email at:
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The **journey** to success
can be **challenging**.

But **success** is more **meaningful**
and the sense of accomplishment
greater when we **persevere** and
overcome obstacles.

Are you **motivated** and **inspired**
to **take up the challenge** and
become equipped to **achieve**
your full potential?



Transformation Managed with Inspiration

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